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**The
Missouri
Department
of
Mental
Health**

ANNUAL REPORT

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Contents

Organization

Department of Mental Health	4
The Mental Health Commission	4
Support Offices	6

Fiscal Year 86 Overview

Departmentwide Overview	8
Alcohol and Drug Abuse	9
Comprehensive Psychiatric Services	10
Mental Retardation and Developmental Disabilities	11
The Bond Issue	12

The Missouri Department of Mental Health

The Department of Mental Health was established as a state department in 1974, although its various functions in government date back to 1847. The department's functions, as outlined by state law, are as follows:

- 1) **Prevention** of mental disorders, developmental disabilities, and substance abuse;
- 2) **Treatment, habilitation, and rehabilitation** of Missourians who suffer from those conditions;
- and 3) **Public Education** concerning those conditions.

The department operates 28 facilities, contracts with more than 1,000 private agencies for client care, and employs more than 11,000 people statewide. The department is composed of three divisions and six administrative offices that carry out the mission of the department and its statutory duties.

The department benefits from the counsel of a seven-member citizen commission. The Missouri Mental Health Commission makes major policy and budgetary decisions for the Department of Mental Health, including hiring the director. With the consent of the state Senate, the governor appoints the commissioners, who have expertise in such areas as medicine, community mental health, developmental disabilities, substance abuse, and business.

The makeup of the commission for fiscal year 86 (July 1, 1985 - June 30, 1986) is given below, followed by descriptions of the department's support offices, an overall view of the department, and an overview of the divisions for fiscal year 86.

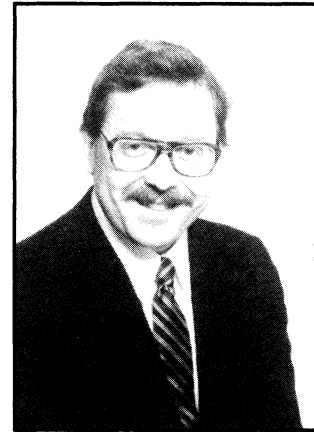
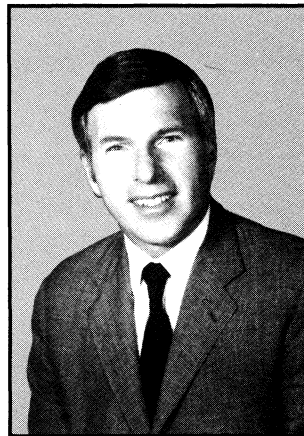
The Mental Health Commission

Nicholas V.V. Franchot III, of Clayton, represented the interests of consumers of services for mentally ill Missourians. He served as commission chairman for the majority of FY 86, and is a



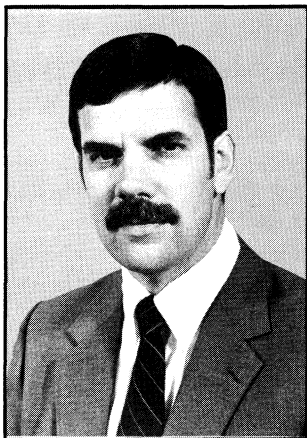
past secretary of the commission. Franchot has been president and chairman of the board of Christy Firebrick Co. for 21 of the 39 years he has been with the firm. He also has served on the board of the Alliance for the Mentally Ill's St. Louis chapter, and he was co-founder, vice-president, and board member of Independence Center, a psychiatric rehabilitation facility in St. Louis. Franchot's term expired June 28, 1986.

Douglas Hall, of Raytown, represents the interests of consumers for developmental disabilities services and was selected secretary of the commission at the conclusion of FY 86. The former mayor of Raytown, Hall is president of Musselman and Hall Contractors. He has served as president of Community Mental Health Center-South board of directors, president of the Mental Health Association of Jackson County, and president and founding chairman of the Learning Center for Special Children. His term expires on June 28, 1988.



Dr. William W. Clendenin, a psychiatrist from St. Louis, served as chairman of the commission at the conclusion of FY 86, following a term as secretary. His expertise on the commission is as a physician concerned with mental illness. His practice specializes in stress management, alcohol and drug abuse rehabilitation, and cognitive and behaviorally oriented psychotherapy. Clendenin also has served on the boards for Children's Home Society of Missouri and for Archway Communities, Inc. (a drug treatment facility), both since 1977. His commission term expired on June 28, 1986.

Mental Health Commission, continued ...

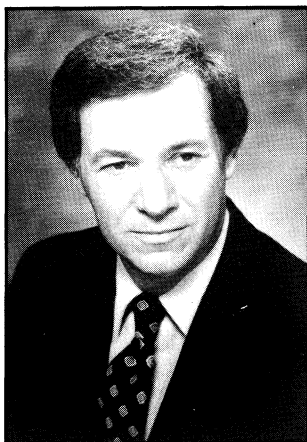
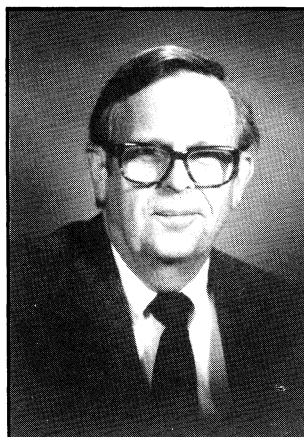


Dr. Warford B. Johnson II, a Columbia internist with expertise in alcohol and drug abuse treatment, has served as president of Southern Missouri Associated Internists, Inc., Springfield, and as medical director of the Lester E. Cox Medical Center's chemical abuse rehabilitation unit. A member of the Missouri State Medical Association's impaired physicians committee, Johnson also has served on the board of Presbyterian Children's Services, Inc., including a term as president. His term expires on June 28, 1988.



Dr. John A. Kline, a Kirksville pathologist, occupied the commission post reserved by law for physicians with interests in developmental disabilities. Kline chairs the pathology department at Grim Smith Hospital in Kirksville. He has served as professor and pathology department chairman at the Kirksville College of Osteopathic Medicine. Before joining the commission in 1982, he served on the Missouri Planning Council for Developmental Disabilities. Kline also was a charter member of the State Client Affairs Review Committee, which advises the department on patient rights. His term expired June 28, 1986.

Jack F. Stapleton Jr., of Kennett, represents the interests of community-based mental health services. Publisher of *The Daily Dunklin Democrat* newspaper and president of Kennett Development Corporation, Stapleton was the organizing chairman of the Southeast Missouri Mental Health Center, the Family Counseling Center in Kennett, and the Bootheel Sheltered Workshop. A past president of the Missouri Association for Mental Health, Stapleton served previously on the commission from 1967 to 1978. His current term expires June 28, 1989.



Gerald J. Zafft of St. Louis was appointed to the commission for his expertise in business. Zafft is a partner in the St. Louis law firm of Coburn, Croft and Putzell and specializes in tax law. He was a member and past president of the board of directors of the Woodhaven Learning Center in Columbia, and a member of the Life Skills for the Retarded Foundation in St. Louis. His term expires June 28, 1989.

Support Offices

Office of the director

Paul R. Ahr, Ph.D., M.P.A., served as department director from 1979 until the end of FY 86. A clinical psychologist, Ahr is a graduate of the University of Notre Dame. He received his doctoral degree in clinical psychology from Catholic University in Washington, D.C. He later added a post-doctoral fellowship from Harvard Medical School and a master's degree in public administration from the University of Southern California.

During fiscal year 86, the Missouri Mental Health Commission announced the appointment of C. Keith Schafer, Ed.D., to succeed Ahr effective in July of 1986. Former director of the National Child Welfare Leadership Center at the University of North Carolina, Schafer also has worked for the Missouri Department of Elementary and Secondary Education and the Missouri Department of Social Services. He received his master's degree from Drury College in Springfield, and his doctorate from the University of Missouri at Columbia.

Office of Administration

The office of administration provides technical and fiscal assistance throughout the department. Included in its purview are management of contract services, coordination of dietary services, budgeting, accounting, data processing, and management of collections and other non-appropriated funds. David Roberts heads the office as the department's deputy director for administration.

Office of Audit Services

The office of audit services is responsible for coordinating, directing, and implementing internal audits of department operations and external audits of the department's contract service providers. The department's audit functions were moved to this separate office during FY 86. The office is headed by Gus Epple.

Office of Manpower Management

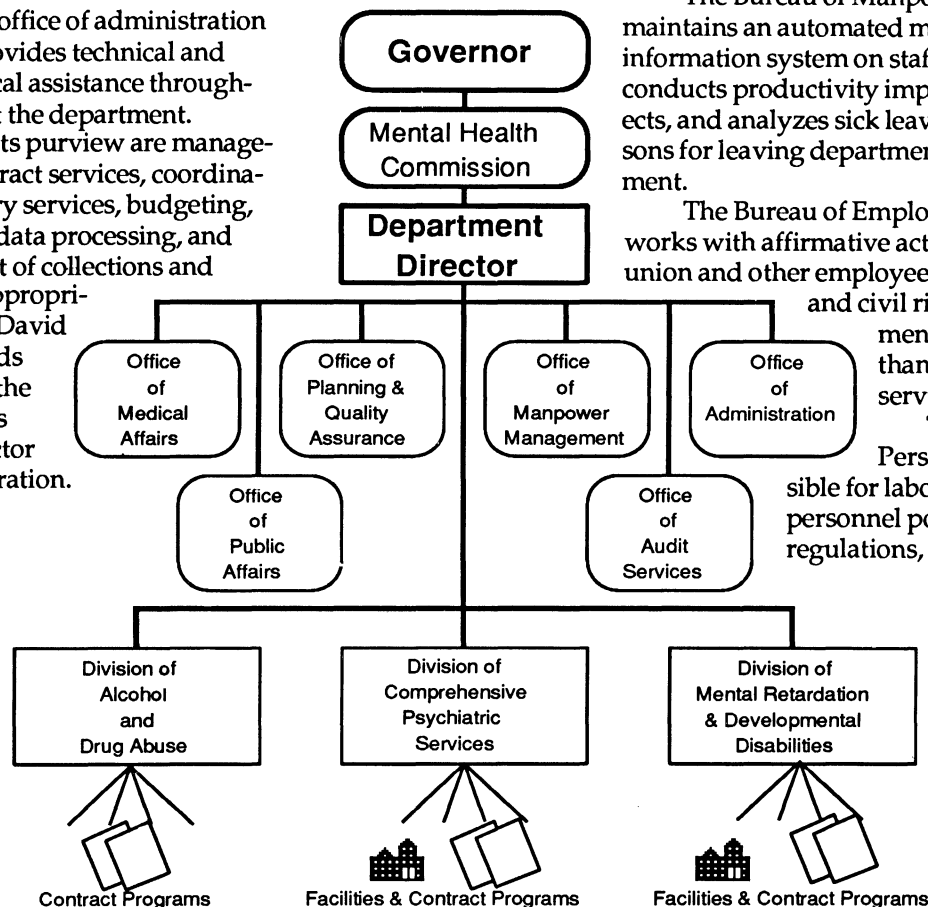
The Department of Mental Health is state government's largest employer and ranks among the top five employers in the state, public or private. The Office of Manpower Management is responsible for the central personnel responsibilities for the department. Reginald Turnbull directs this office.

The office supports administrators in their efforts to recruit, develop, and retain qualified employees who are vital in providing high-quality services to Missouri citizens who need mental health services. The office is organized into four sections.

The Bureau of Manpower Analysis maintains an automated management information system on staff assignments, conducts productivity improvement projects, and analyzes sick leave use and reasons for leaving department employment.

The Bureau of Employee Relations works with affirmative action plans, union and other employee grievances, and civil rights requirements for more than 1,000 private service providers.

The Bureau of Personnel is responsible for labor relations, personnel policies and regulations, and merit



Support Offices, continued...

system procedures for the recruitment and retention of facility employees and volunteers.

The Bureau of Staff Development, which began operations in FY 86, coordinates staff development and training.

Office of Medical Affairs

As director of this office, Jon Paul Schrage, M.D., oversees the provision of specialized medical services in department facilities and contract programs as well as infection control programs such as that for hepatitis B. The office also reviews the credentials of physicians employed by the department, and Schrage serves as medical consultant for all drug and alcohol programs.

Office of Planning and Quality Assurance

Lois Pokorny, Ph.D., directs this office, which divides its responsibilities among three bureaus. The Bureau of Planning works with a network of 23 regional and three statewide citizen advisory councils to develop plans that describe immediate and long-term service needs of mentally disordered, developmentally disabled, and chemically dependent Missourians. The citizen advisory councils for Alcohol and Drug Abuse, Comprehensive Psychiatric Services, and Mental Retardation and Developmental Disabilities work with the planning bureau and the department's divisions to ensure grassroots participation in department planning.

The Bureau of Evaluation is responsible for conducting program evaluation and research on a systemwide basis. In its work with the divisions, the bureau addresses such issues as assessing clients' needs for care, determining the effectiveness of programs, and tracking the provision of services. These activities are designed to provide the information that department administrators and staff need to make sound management and programmatic decisions.

The Bureau of Licensure and Certification, which operates offices in St. Louis and Kansas City, annually surveys and licenses residential and day programs for mentally disordered and developmentally disabled persons. These agencies must receive a state license to operate in Missouri.

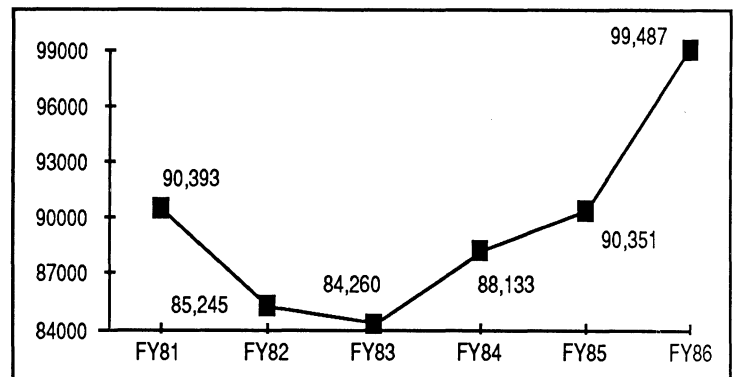
Office of Public Affairs

The department's link with the general public is made through its Office of Public Affairs. Led by Sharon Buchanan-McClure, the office staff works toward increasing public understanding of the department's services.

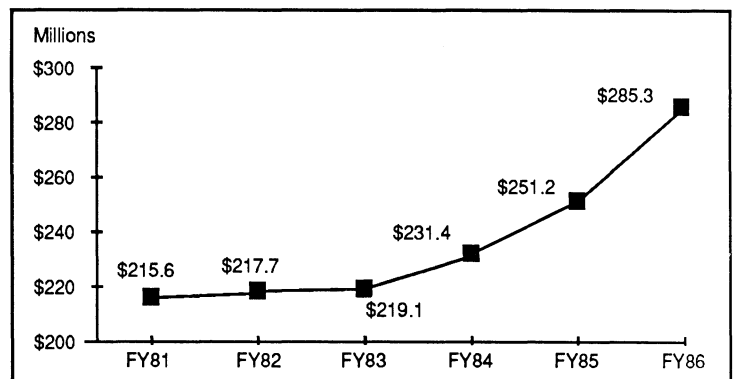
The office is responsible for producing department publications and media relations. In addition, the deputy director serves as the department's legislative liaison. Newsletters, a magazine, the department's annual report, and other informational materials are produced through the office, which also provides support services and technical assistance to the department's divisions, offices, and facilities.

Departmentwide Overview

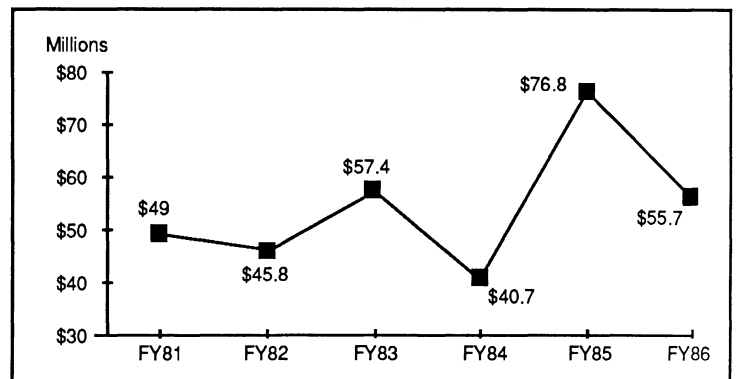
Clients Served



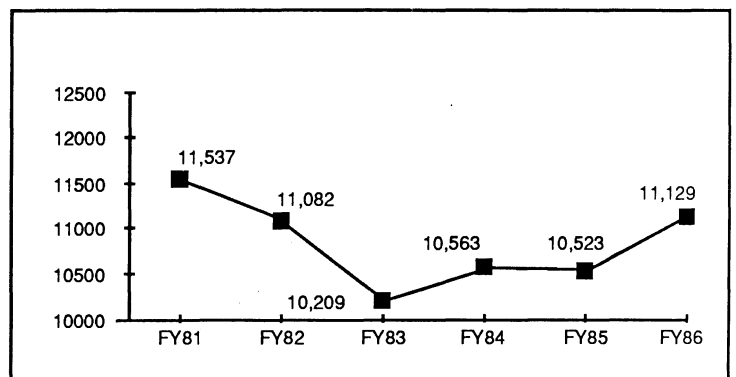
Funding from General Revenue



Collections Returned to General Revenue



Employees at End of Fiscal Year



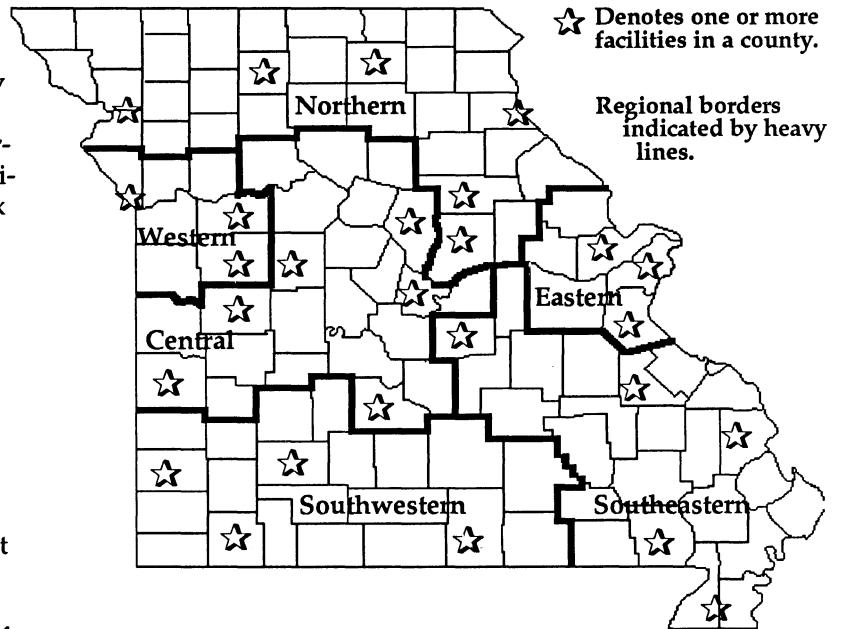
Alcohol and Drug Abuse

The Division of Alcohol and Drug Abuse provides a wide array of services through contractors in a Purchase-of-Service program. These are administered and overseen through six administrative regions and 21 service areas. The division was directed by R. B. Wilson during FY 86.

The goal of the division is to offer a range of services in each service area progressing from high levels of support to gradually lower levels of support so that a person can be treated in the environment most appropriate to his or her need. At present, the division is maintaining a minimum level of services in each of the six regions with a goal to also offer specialized services for youth, women, and chronic clients.

The division has grouped its services into three types: detoxification, residential, and non-residential.

Under detoxification services, the division provides medical, modified medical, and social setting detoxification. Medical detoxification takes place in hospitals licensed or operated by the state. Modified medical detoxification is done in a non-institutional atmosphere, using licensed medical staff, under strict



guidelines established by the division. Social setting detoxification occurs in a non-institutional setting without the use of drugs or medical intervention, again under strict guidelines established by the division.

Residential services include programs that provide 24-hour, seven-day-a-week care and treatment programs. There are three levels of care based on lengths of stay of less than 30 days, greater than 30 days, and one year or more.

There are three types of non-residential services: outpatient, methadone, and prevention. Outpatient programs serve individuals who do not require residential treatment.

Services range from individual, group, and family therapy to vocational, educational, and recreational therapy. Methadone

programs are stabilization programs serving opiate abusers.

Prevention services are coordinated through the Missouri Institute for Prevention Services, providing such activities as teacher and student training in substance abuse prevention, information dissemination to the public, and Teen Institutes.

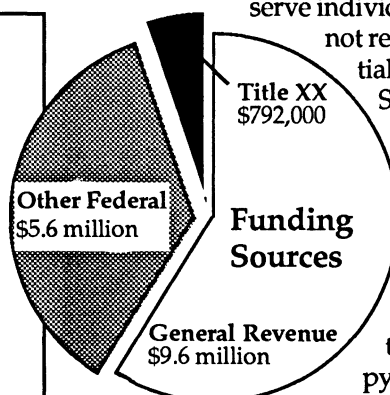
At a glance...

ADA

Clients served
18,298

Employees
33

Total funding
\$16,052,358



Comprehensive Psychiatric Services

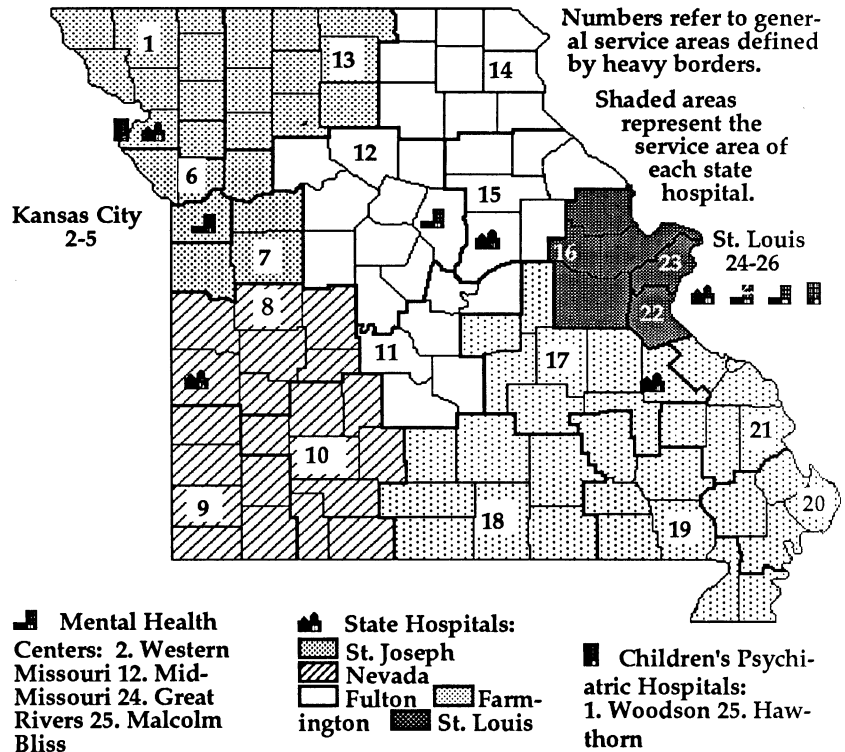
The Division of Comprehensive Psychiatric Services provides services through 11 state-operated facilities in Farmington, Fulton, Nevada, St. Joseph (two facilities), St. Louis (four facilities), Columbia, and Kansas City. Additional services are purchased from 26 administrative agents through the Purchase-of-Service program.

Nine of the division's facilities function as administrative agents for the mental health service area in which they are located. In the remaining 17 areas, private not-for-profit mental health agencies have been designated as administrative agents.

These agents are responsible for planning a system of services, handling purchase of service funds, maintaining advisory boards, maintaining inter-departmental cooperation, and serving as the entry and exit points to their areas' mental health system.

Residential services are also purchased from more than 600 private providers through six Community Placement regional offices connected to state facilities.

The division's services are targeted at three distinct client groups: adults, children and youth, and the criminally com-



mitted. In both the adult and the children and youth programs, services are divided into three settings: ambulatory, residential, and inpatient.

Ambulatory services for adults include outpatient and day treatment programs. Inpatient services include programs for acute, intermediate, extended, and geriatric care, while residential services include supportive community living, psychiatric group home, residential care, and nursing home programs.

For children and youth, ambulatory services include evaluation and consultation, outpatient, and day treatment programs. Under residential services, family stabilization, therapeutic foster home, group home, and four types of residential treatment programs are provided. Inpatient services include acute, intermediate, and

extended programs.

Two of the division's state-operated facilities are children's psychiatric hospitals, one located in St. Louis and one in St. Joseph.

Persons referred to the Department of Mental Health by the criminal justice system or the Department of Corrections and Human Resources are provided three basic services: pretrial evaluation, specialized forensic treatment programs in secured settings, and regular adult treatment programs.

Under the law, persons who are mentally impaired and who pose a threat of serious physical harm to themselves or others may be involuntarily committed to the Department of Mental Health's care. Department mental health coordinators conduct investigations and evaluations of persons referred for involuntary civil detention.

This division is headed by Robert Jones, M.D.

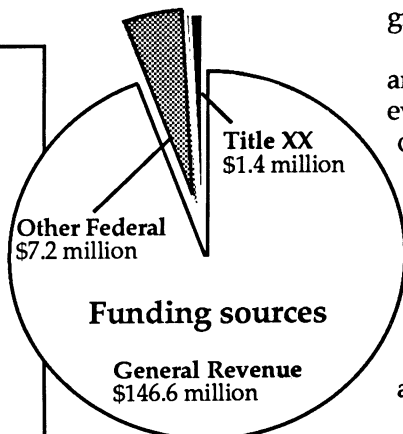
At a glance...

CPS

Clients served
65,871

Employees
5,858

Total funding
\$155,197,754

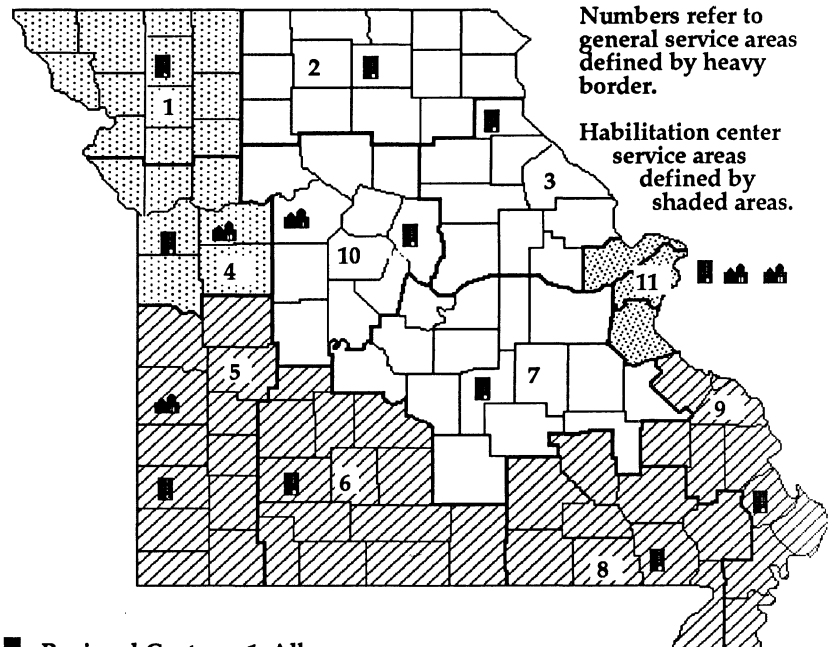


Mental Retardation and Developmental Disabilities

The Division of Mental Retardation and Developmental Disabilities operates 11 regional centers in Albany, Columbia, Hannibal, Joplin, Kansas City, Kirksville, Poplar Bluff, Rolla, St. Louis, Sikeston, and Springfield. Through these centers, residents of the state in need of the division's services enter its service system.

The regional centers provide assessment services, case management, individualized habilitation planning, and client advocacy. They also provide or purchase specialized services and provide oversight of community placement facilities, habilitation programs, and other services funded or licensed by the Department of Mental Health for developmentally disabled persons.

Prior to receiving services, each person's needs are assessed by an inter-disciplinary regional center team, and an individual habilitation plan (IHP) is developed for the person. The IHP, which prescribes specific services and programs, is then assigned to a case manager, who is responsible for seeing that the person's needs are met. Services may be provided by the re-



Regional Centers: 1. Albany
2. Kirksville 3. Hannibal
4. Kansas City 5. Joplin
6. Springfield 7. Rolla
8. Poplar Bluff 9. Sikeston
10. Central Missouri 11. St. Louis

Habilitation Centers:
Higginsville Nevada
Marshall Bellefontaine
and St. Louis Developmental
Disabilities Treatment Centers

gional center itself or by one of the division's five habilitation centers, or the services may be purchased from community providers.

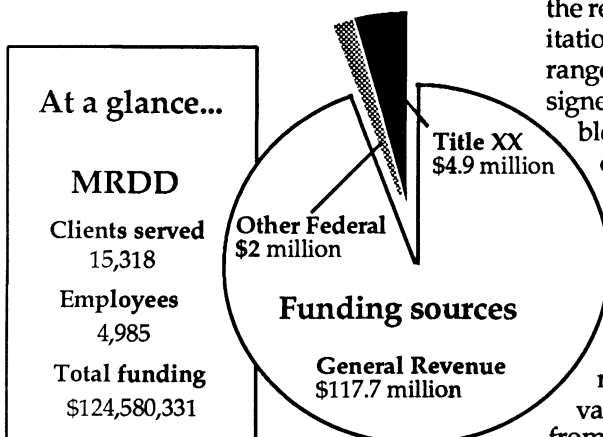
The division's five habilitation centers are located in Nevada, Higginsville, Marshall, and St. Louis (two facilities). Admission to the habilitation centers is also gained through the regional centers. The habilitation centers provide a wide range of services and are designed to serve severely disabled, behaviorally disordered, or medically fragile persons. IHPs for habilitation center residents are monitored by the regional centers. Under the Community Placement Program, regional centers purchase a variety of residential services from community providers.

Each residential placement is determined by the IHP and is to be the least-restrictive environment that will meet the person's needs.

Except Central Missouri, St. Louis, and Rolla, each regional center provides eight beds. These residential units are used primarily for acute or short-term respite care.

To prevent unnecessary admission to habilitation centers and to support persons in community placement or living in their natural homes, the regional centers act as administrative agents for the Purchase-of-Service program. Under the POS program, services identified through client assessments and IHPs are purchased from community providers.

Gary V. Sluyter, Ph.D., M.P.H., directs this division.



The Bond Issue

In FY 86 the Department of Mental Health received its last installment of the \$600 million capital improvements bond issue approved by voters in 1982. The final \$74,783,218 will improve client safety and services through new, renovated, and expanded facilities.

Because this last installment was issued near the end of the fiscal year, the funds were not used in work done on projects in FY 86. Work during FY 86 on the following projects, all of which include maintenance and repair costs, was done using bond funds issued in FY 85.

Projects not completed during FY 86 are underlined.

Farmington

Farmington State Hospital: Construction of a new 170-bed psychiatric facility, and renovations to the receiving building for a forensic unit; renovations to Blair Hospital Building; and roof repair, related items, and inspection and repair to deep wells: \$12,343,900.

St. Louis Area

St. Louis Developmental Disabilities Treatment Centers: Land acquisition, complete renovation and/or complete construction of all facilities for 200 MR/DD clients: \$12,400,000.
Bellefontaine Habilitation Center: Renovation of group homes for compliance with accreditation standards from federal government (program improvement); energy-related projects; roof repair and related items: \$332,853.

St. Louis State Hospital: Design and renovations for energy-savings projects; convert and air-condition the Old Auditorium for program development, acti-

vities, visitor areas, recreation and relocation of the patient canteens; boiler replacement, repair or replacement of the power plant building and power plant related utility systems; and a study and design of power centers in the main building: \$5,039,200.

Malcolm Bliss Mental Health Center: Replacement of condensate and chilled water pumps and related items: \$34,500.

Midtown Habilitation Center: Repair or replacement of the elevator system: \$56,600.

Fulton

Fulton State Hospital: Repair or replacement of smoke stacks, air handlers, steam lines and tunnels; repair or replacement of roofs on the warehouse and maintenance buildings; tuckpoint and waterproof the Biggs and power plant buildings; complete the demolition of the north and south wards and the south annex; repair or replacement of roofs; tuckpointing; waterproofing; and other miscellaneous items: \$1,641,400.

Poplar Bluff

Poplar Bluff Regional Center: Renovations to the main building: \$179,500.

Sikeston

Sikeston Regional Center: Renovations to the main building: \$87,500.

Marshall

Marshall Habilitation Center: Complete renovation and/or construction of a dietary facility and repair or replacement of bathroom and kitchen floors, gasoline tank, vehicle lift, boiler blow-down lines, tunnels, floor drains, kitchen sinks, roof-

ing, and other miscellaneous items: \$3,354,000.

Nevada

Nevada Habilitation Center: Installation of air conditioning system in Section IV and the Rush Building; repair or replacement of roofs, waterproofing, front entrance of Center Building, cold storage doors; and other miscellaneous items: \$780,400.

Higginsville

Higginsville Habilitation Center: Roof repair and related items: \$344,000.

Columbia

Mid-Missouri Mental Health Center: Repair or replacement of roofs, bathroom floors, tuckpointing, and other miscellaneous items: \$162,200.

St. Joseph

St. Joseph State Hospital: Repair or replacement of roofs; waterproofing; tuckpointing; boiler heating system; and other miscellaneous items: \$974,800.

Kansas City Area

Western Missouri Mental Health Center: Repair or replacement of smoke detection and fire alarm system; roofs; mechanical systems; utility systems; and other miscellaneous items: \$191,700.

Departmentwide

Funding the lease or purchase of facilities for MRDD clients in Southeast Missouri, and energy-related projects at regional centers in Albany, Hannibal, Kansas City, Kirksville, Poplar Bluff, Sikeston and Springfield: \$506,400.

Missouri Department of Mental Health
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